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**THE RELATIONSHIP BETWEEN LEADERSHIP STYLES
AND EMPLOYEES JOB ENGAGEMENT IN
SERVICE LOGISTIC COMPANY**



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**MASTER OF SCIENCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
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**THE RELATIONSHIP BETWEEN LEADERSHIP
STYLES AND EMPLOYEES JOB ENGAGEMENT IN
SERVICE LOGISTIC COMPANY**



By

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**Thesis Submitted to
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Master of Management**



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ABSTRACT

Employees are the most important asset of an organization as they are the ones that decides the success or failure of the organization. Apart from this consideration, leadership style is also expected to play a significant role in determining the employees' engagement. This study is intended to investigate the relationship between of leadership styles, particularly the relationship of transformational, transactional and laissez-faire leadership style and employee job engagement. Total of 200 sets of questionnaires were distributed to the employees of the service logistic company and 161 sets of questionnaires successfully being collected from the respondents. Descriptive analysis used to understand the respondents demographic information otherwise inferential analysis used to discover the relationship between independent variable such transformational , transactional and laissez-faire leadership style and dependent variable which is the employee job engagement. According to the study conducted, transformational leaders are those "outstanding" individuals that have the ability to obtain their employees' job engagement, intellectually boost them and strategically drive them with the vision and mission of the organization. In adverse to this, is transactional leadership which is basically an exchange relationship between the leader and employee whereby the leader exchanges rewards and/or incentives for performance has no relationship with employees job engagement. Meanwhile, Laissez-faire is the less frequent leadership style that has the greatest negative effect on employees job engagement. Employees were found entirely disengaged when Laissez-faire leadership style being projected. Besides that, this study added to existing literature by channeling idea into the strength and direction of relationships among these variables.

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TABLE OF CONTENTS

PERMISION TO USE	I
ABSTRACT.....	II
ACKNOWLEDGEMENT	III
TABLE OF CONTENTS.....	IV
LIST OF TABLES	VII
LIST OF FIGURES	VII
LIST OF APPENDICES.....	VII

CHAPTER ONE: INTRODUCTION

1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Problem.....	4
1.4 Research Questions.....	7
1.5 Research Objectives.....	8
1.6 Significance of the Study	9
1.7 Scope of Study	10
1.8 Definition of Key Terms	11
1.9 Organization of Thesis	12

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction.....	14
2.2 Underpinning Theory.....	14
2.2.1 Social Exchange Theory.....	15
2.2.2 Great Man and Trait Theories	16
2.2.3 Situational / Contingency Theory	17
2.3 Variables of the Study.....	18
2.3.1 Transformational Leadership Style	18
2.3.2 Transactional Leadership Style	23

2.3.3 Laissez Faire Leadership Style.....	27
2.3.4 Employee Job Engagement	28
2.4 Research Framework	33
2.5 Hypotheses Development	34
2.5.1 Transformational Leadership Style and Employee Job Engagement.....	34
2.5.2 Transactional Leadership Style and Employee Job Engagement.....	35
2.5.3 Laissez Faire and Employee Job Engagement	35
2.6 Chapter Summary	36

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction.....	37
3.2 Research Design	37
3.3 Data Collection	38
3.4 Sampling Design.....	40
3.4.1. Target Population	40
3.4.2. Sampling Techniques	40
3.4.3. Sample Size.....	41
3.5 Measures	42
3.5.1. Transformational Leadership Style	42
3.5.2. Transactional Leadership Style	43
3.5.3. Laissez Faire Leadership Style.....	45
3.5.4. Employee Job Engagement	46
3.6 Research Instruments.....	47
3.6.1. Questionnaires Design.....	47
3.6.2. Pilot Test	49
3.6.2.1. Outcome of Reliability	50
3.7 Data Analysis Techniques	51
3.8 Chapter Summary	53

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction.....	54
4.2 Response Rate.....	54
4.3 Descriptive Analysis	55
4.3.1 Respondents Demographic Profile.....	55
4.3.2 Descriptive Analysis	57
4.4 Pearson Correlation Analysis.....	60
4.5 Multiple Regression Analysis.....	62
4.6 Hypotheses Testing	64
4.7 Chapter Summary	65

CHAPTER FIVE: DISCUSSION AND CONCLUSION

5.1 Introduction.....	66
5.2 Discussion of Findings.....	66
5.2.1 The relationship between transformational leadership style and employee job engagement.....	66
5.2.2 The relationship between transactional leadership style and employee job engagement	67
5.2.3 The relationship between laissez faire and employee job engagement.	68
5.3 Implications of the Research.....	69
5.4 Limitation of the Study	70
5.5 Suggestions for Future Research.....	71
5.6 Conclusion	72

REFERENCES

APPENDICES

LIST OF TABLES

Table 1.1 Definition of Variables	11
Table 3.1 Items represent the Transformational Leadership Style	43
Table 3.2 Items represent the Transactional Leadership Style	44
Table 3.3 Items represent the Laissez Faire Leadership Style	45
Table 3.4 Items represent the Employee Job Engagement	46
Table 3.5 Distribution of Variables	48
Table 3.6 Cronbach's Alpha Coefficient Result for All the Variables	50
Table 3.7 Internal Consistency for Cronbach's Alpha Coefficient.....	50
Table 3.8 Strength of Correlation Table	52
Table 4.1 Response Rate	54
Table 4.2 Respondents Demographic Profile	55
Table 4.3 Descriptive Analysis	58
Table 4.4 Pearson's Correlation Analysis Results	60
Table 4.5 Model Summary	62
Table 4.6 Mutiple Regression Analysis Results	63
Table 4.7 Summary of Hypotheses Testing	65

LIST OF FIGURES

Figure 2.1 Research Framework	33
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LIST OF APPENDICES

Appendix 1 Sample of Questionnaire	85
Appendix 2 Pilot Test Results.....	89
Appendix 3 Descriptive Analysis Results for Demographic Profile	96
Appendix 4 Descriptive Analysis Results for All Variables	98
Appendix 5 Pearson Correlation Analysis Results	100
Appendix 6 Multiple Regression Analysis Results	100

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The section includes the explanation about background of this study, the problem of the statement, research questions, research objectives, significance of the study, scope of study, definition on key terms, and organization of thesis.

1.2 Background of the Study

The intention of this study is to understand the relationship between leadership style and employees' engagement in a service logistics company in Bayan Lepas, Penang. Thus, to develop and withstand a competitive advantage by the organizations in today's global economy, studies related to leadership and the influence it has on employee engagement is being more important progressively. (Macey & Schneider, 2008).

Leadership known as "the art of influencing people so that they will strive willingly towards the achievement of goals" (Igbaekemen, 2014). Leadership holds a vivacious part in conceiving an exhilarated atmosphere and beliefs in an organization (Alghazo & Al-Anazi, 2016). Hurduzue (2015) says that appropriate leadership style able to support the development of each organization's associates. In accordance to Skoogh (2014), leadership has been playing a key role since the beginning history of mankind.

Having an engaged workforce is vital as its increasing efficiency, productivity, and levels of customer satisfaction thus lowering turnover rates (Buhler, 2006). Over the past years, leadership has been identified as a theory that gained much attention. In social sciences, it has become the most studied field and played an important aspect in relation to business, politics, education and religion.

There are several definitions of leadership; however the core aspect is progression whereby a person has the “capacity to influence a group of people to accomplish shared objectives”. Leadership is an interaction amongst more than two people resulting in actions that yields to an output to meet a set of goals. Kouzes and Posner (2007). This paper focuses on leadership approach which considered as most appropriate leadership style in organizations of the 21st century (Bass & Riggio, 2006). The scope of this concept is including three relationship scopes which are transformational, transactional and laissez-faire leadership styles.

Transformational leaders were recognized to embrace patrons to take challenges outside their own interest and do it for the sake of the organization greater good. By using this approach, leader has the ability to improve the employees’ motivation, more importantly their morality and assurance levels. On the other hand, transactional leaders using employees’ performances to supervise them through economic means, whereas laissez-faire leaders are well acquaintance in using all power with no specific leadership characteristic in term of leading their subordinates (Bakker et al., 2003).

Transformational front-runners are capable to improve workers' motivation to become the best and give their best to the organization they work for. These leaders will influence their employees in working positively to achieve both vision and objectives that have been established in the business (Nortje, 2010). Therefore, transformational leadership is developing their organizations by inspiring employees towards their vision and act as a role model in terms of attitude and behaviors (Nortje, 2010).

Bakker, Demerouti et. al., 2003 and Bakker et. al., 2008, in their publication, stated that employees' engagement plays an important role in organizations considering it helps in various ways such as predicting their productivity, satisfaction, commitment, motivation, and turnover intention level. According to Nortje' publication in 2010, employees' engagement can be explained as employees commitment that range to the point where employees willingly to work and stay in the organization.

Along with globalization, changing in economic trends and customer needs is continuously occurred. Over the past decade, ability to handle and holding employees become an extreme challenge. The workforces' disparities among X generation and Y generation, and Baby Boomers are all dynamic in the organization. The other factors such as variety of values, belief systems and personal definition of success are all contribute to the complexity of employees' engagement. Thus, reassuring these employees to give their best have become the leaders' primary role.

Afterwards, leadership must be seen as a quintessential part in managing the employee effectively (Liu et. al., 2003) since it is recognized as one of the greatest components that may influence employee engagement (Macey & Schneider, 2008; Wang & Walumbwa, 2007). Previous literatures indicate that transformational leadership has

significantly associated with employee engagement furthermore; leaders are capable to persuade staffs to increase their commitment toward their effort. Consequently, this could also increase the levels of commitment, productivity and job satisfaction of employee respectively. To summarize, it hypothesizes that leadership and employees' engagement have an impact towards management and proven to have a significant important in a supervisory level as it is proven by an instance of front-line supervisors of an organization who will straight away influence their employees' engagement (Gibbons, 2006).

1.3 Statement of the Problem

Based on the study conducted by Aon's 2017 Trends in Global Employee Engagement Report, the employees' engagement levels in Malaysia experienced a declined by 2%, thus making them become the bottom of the list in the level of engagement compare to other Asian markets (Malaymail, 2017). According to the similar report, this decline has occurred due to the senior leadership pattern and the employees' tendency to aspire their intention in making extraordinary business decisions (Malaymail, 2017).

Some various problem such as lack of performances, flexibility, efficiency, accountability and red tape are well acquaintance as the most common criticism among Malaysian employees especially in service sectors (Said, et al., 2015). Paternalistic in the leader – employee relationship is being preferred in Malaysia's leadership style (Ansari, et al., 2004). Based on Hofstede publication in 2001, Leaders in Malaysia are capable of handling the entire authority and power, moreover set the rule and regulations in the organization. This means that leaders act as the single decision maker around the company

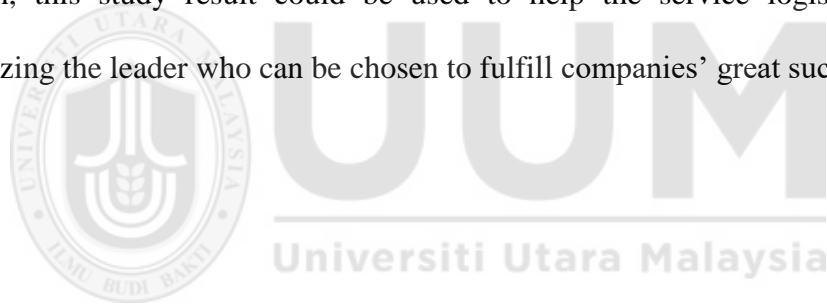
(Jayasingam & Cheng, 2009). In the publication of Ansari, et al in 2004, the direct consequences of this leadership style where the employees forced to obey and implement every regulation that their leader has set. Furthermore, leaders are seen as “senior” which has a connotation of someone older and superior, where disagreeing with them make the employees seen as disrespectful.

In brief, there is a prohibition to disagree with senior that has been dictated within generation by social norm. Thus hostility and vexation against the leader are proscribed and displaced, making the employees have a tendency to calm down the superior (Ansari et al., 2004; Jayasingam & Cheng, 2009). Moreover, the engaged employees normally stays in the benefits of their organization, thus they tend to generate high business outcomes as measured by increased sales, improved productivity, and profitability and enhanced employee retention (Romzek, 1990). In case employees are not engaged in an organization, there should be a negative impact on innovation consistency in providing service, and major delays in the delivery of services to customers may occur.

Overall, lack of employee engagement threatens the survival of the organization because a loss of a competent employee time is a loss of competitive advantage for the organization. It does not take many unengaged employees to prevent an organization from prospering and ceding competitive advantage to competitors. Swanepoel, Erasmus, VanWyk and Scheck (2000) highlighted that the capability of an organization, to successfully implement business strategies, to gain a competitive advantage and optimize human capital, largely depends on the leadership styles that encourage employee engagement. Therefore, the capability of this service logistics company management to keep skilled employees is critical to its survival.

According to the Donaldson (2018), the Human Resource manager of this service logistics company has mentioned that a successful combination of employee engagement, active leadership and investing in employee training have been critical to improving the service of their organizational culture.

The aim of this study is to explore and know the relationship between leadership styles and employees' job engagement in this service logistics company based in Bayan Lepas, Penang. By knowing the leadership style pattern that suitable in improving employees' performances, it is believed that the company would achieve their success easier simultaneously as the productivity and performances of the entire staff increase. In addition, this study result could be used to help the service logistics company in recognizing the leader who can be chosen to fulfill companies' great success.



1.4 Research Questions

Below is the list of questions that enclosed in this research:

- i. Is there any relationship between transformational leadership style and employees job engagement?
- ii. Is there any relationship between transactional leadership style and employees job engagement?
- iii. Is there any relationship between laissez-faire leadership style and employee job engagement?

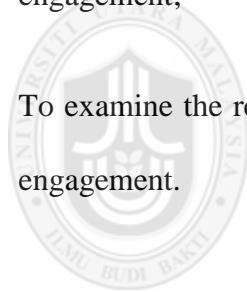


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1.5 Research Objectives

The main intention of this study is to determine the relationship between leadership styles and employees job engagement. Furthermore, the specific aim of this study are:

- i. To examine the relationship between transformational leadership and employee job engagement;
- ii. To examine the relationship between transactional leadership and employee job engagement;
- iii. To examine the relationship between laissez-faire leadership and employee job engagement.



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1.6 Significance of the Study

Understanding the relationship between leadership styles and employees' job engagement is the ultimate goal of this study. This can be done through data collected from this study. Thus it also helps to understand the correlation between leadership styles and job engagement in the organizations. The outcome of this survey will permit the leaders and managers to recognize the association between leadership styles and employees' engagement, it influences toward the entire performance of the organization.

Determining the leadership style that can give a positive contribution towards the effectiveness of working harmony in the organization, thus leadership play a necessary role on any organization. The outcome of good leadership, which can be measured by employees' engagement most likely will benefits the organization over their competitors in the method of better profits. This study can help the management team of the service logistic company to understand and finally choose the most applicable leadership style to the industry.

The outcome aim is to create awareness and provide knowledge to the leaders about leadership style that they can implement in order to improve their patrons engagement which lead the organization towards successfulness. Previous studies and literatures have revealed that greatly engaged employee tend to have greater levels of enthusiasm which in turn will have a progressive influence towards the organization's productivity.

1.7 Scope of Study

The study on the relationship between leadership style and employee job engagement in service logistic company focuses on a company that located in Bayan Lepas, Penang. The researcher is able to collect inputs from different background of employees who are consist of local and foreigners in that company. The researcher will focus on how is the relationship between these three leadership style which are transformational, transactional, laissez-faire and the dependent value employee job engagement. This research has some inevitable limitations. First, since it concerns itself with a private university in Iran, the results do not apply to d employee job engagement. This research has some unavoidable limitations. Since it concerns itself with a service logistics company in Bayan Lepas, Penang, the results do not apply to other companies. The findings of this study are also limited to the perception of the relationship leadership styles and their influence on employee job engagement. They cannot be generalized to other factors possibly affecting employee job engagement.

1.8 Definition of Key Terms

Table 1.1

Definition of Variables

Variable	Definition
Transformational leadership	Leaders transfer their enthusiasm and high power to their subordinates by the way of modelling. (Popli & Rizvi, 2016).
Transactional leadership	The leader sets up reward by knowing the followers self interest and exchange rewards once the work is completed by the followers (Popli & Rizvi, 2016).
Laissez-faire leadership	Passive leadership where leaders refuse to show influence over subordinates (Popli & Rizvi, 2016)
Employee engagement	An employee's intellectual , feeling and physiological state works against aspired organizational goals (Schaufeli & Bakker ,2003)



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1.9 Organization of Thesis

The contents of the thesis are divided into five chapters. First topic of this paper will explain about the outline of this dissertation paper. The outline will explain about the background of the study, problem statement, research questions, research objectives, significance of the study, scope of study, definitions of key terms, and organization of thesis.

Meanwhile, second chapter will explain about the literature review part of this study. This chapter will analyse and evaluate the previous research studies including all the past theories, principles and concepts that relates to the topic of this paper. This chapter also shows the framework and hypotheses that evolved for this paper.

Whereas, the third chapter explains about research design, data collection methods which reflect the sources of data collection, sampling design that being used to choose the aim respondents, and lastly explains about the research instruments that used to collect the primary source of data. Since the questionnaires instruments are either adopted or adapted from the past researches, thus the validity and reliability of the instruments are checked via pilot test. The data analysis part consists of the statistical tools used to examine the data.

Forth chapter will exhibit the outcomes of the paper based on the feed backs from the respondents. There are two analyses shown in this research which are the descriptive and inferential unit of analysis. Moreover, the statistical results are interpreted and significance of findings are discussed at the data analysis part of research.

The last chapter of this paper contain of discussion, conclusion as well as recommendations for this. The discussion of the findings is justified based on the hypothesis and literature review. Meanwhile, the conclusion and recommendations part is to provide overview and advice to future researcher to overcome the research limitation.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter tells about the theories, principles and concepts of past research that related to the relationship between leadership styles and employees job engagement. Furthermore, this chapter explains about research framework and hypotheses that developed based on the inputs from previous researchers.

2.2 Underpinning Theory

This study was established by following these concepts; the Social Exchange Theory (SET) by Hormans in 1958 which describe the social exchange connection among the leaders and their followers (Devan, 2006). The Great Man and Trait Theories describe growth of leadership (Sashkin, 2003) then lastly the Situation Contingency Theory (Hoy & Miskel, 2001) that describe reasons of different leadership styles.

2.2.1 Social Exchange Theory

According to Devan (2006), Hormans introduced the Social Exchange Theory (SET) in 1958, stating social manners is the product of an exchange process. The key intention of this theory is to boost return and reduce expenses. Based on this theory, the tentative profits and danger of social relationship being measured. People incline to abolish the relationship once the hazards is above the rewards (Chery, 2010). SET has the tendency of providing overview of how leaders influences organizational returns.

According to Hansen (2010), the social exchange association among leaders and their followers evolved from the communications between these parties and being driven by collective assistances obtained from the exchange. The focus idea of Leadership Theories is about higher management can motivate the skilful employees to improve the organizational performance by applying their power, appealing style, and integrity. Furthermore, this principle was developed to enlighten the steps that will used by leaders to shape and brace the followers in attaining the goal of an organization. Normally, leaders will guide their employees by waiving any form hurdles that stops the employees from working towards the visualisation of the top management.

2.2.2 Great Man and Trait Theories

The Great Man Theory evolved from the concept leaders were born with mystifying leadership skill which causes others to accept them as heroes. Generally, people assume that leaders are right and the leadership authority of their leadership is rooted with unique qualities that cannot be seen on others. Therefore, followers would not have uncertainty of their leader's judgement.

According to Sashkin and Sashkin (2003), the great man theory was used to develop trait theories. Since Trait approach based on the leadership understanding, it tells that leadership as the root of organization capability, performance and commitment. Trait standpoint considers that leaders are intuitive with prominent individualities that make them outstanding than others. Based on Sashkin and Sashkin (2003), Ralph Stogdill stated that front-runners were slightly intelligent, outspoken, creative, confident, and responsible than ordinary people.

2.2.3 Situational / Contingency Theory

According to Hoy and Miskel (2001), this methodology comes up with two simple hypotheses, leadership personalities and behaviors of a situation works together to develop leader behavior and effectiveness; situational factors have straight impact on effectiveness. This scholar explained that the height of inspiration and ability of manager with employees are associated to the goal accomplishment of the organization.

Compared leader's behaviour, situational characteristics of an organization have greater effect on leadership effectiveness (Hoy and Miskel, 2001). Therefore, it can be concluded that there are possibilities that a kind of leader to be efficacious in any type of circumstances meanwhile other type of leader is active to different set of circumstances. So, managers need to choose the right leadership style for a condition than just try to change the situations that can suit a particular leadership style.

Dunklee (2004) state that governance in association is a situational occurrence as it placed on the cumulative perception of people working in the organization, related to the habits and affected by the rate of communication among members in the organization.

2.3 Variables of the Study

2.3.1 Transformational Leadership Style

Transformational leadership shows the unique leader-follower relationship that results in extraordinary performance and accomplishments, not just for the followers but also for the organization (Bass & Riggio, 2006). Based on Maslow's Hierarchy of Needs, transformational leaders realize that workforces have a variety of essentials and the level of performance in the workplace is prejudiced by the level to which these needs are fulfilled.

According to Maslow, the extents of the employees' needs that are fulfilled affect their motivation levels. Pfeiffer (2005), tells that lower-level needs consist of safety and security, and once these needs have been fulfilled, affiliation and recognition or known as the high-order needs become essential. These high-order needs should be met in order to retain employees' motivation. Transformational leaders seek for each purpose, fulfill their higher-order needs and engage their followers as a whole person. Leaders will drive past the follower's lower-level essentials such as food, water and shelter, to the deeper issues regarding their needs related to self-growth and achievement (Avolio et al., 1991). The leader will then able to influence followers to step out to a higher-level of need. This act will improve employees' self-worth and teamwork within the subordinates and they will be able to share their leader's dream and values towards the benefit of the organization respectively (Bassi & McMurrer, 2007).

There are four constituents of transformational leadership which consisted of Inspirational Motivation, Idealised Influence (attributed/behavior), Individual Consideration and Intellectual Stimulation. First, inspirational motivation refers to leaders with strong forethoughts on specific ideals and values (Bono & Judge, 2004). The above mentioned leaders inspire others by their positive and passionate manner towards the future (Bono & Judge, 2004). Transformational leaders make their followers to able to foresee future as they linked their follower's expectations and obligation to the shared vision. These kinds of leaders are able to use persuasive language and symbolic actions to build confidence and inspire followers (Bass & Riggio, 2006).

Secondly, transformational leaders with idealized influence will point out that the profits of group are more essential compared to the benefits of individual. A leader will reflect good moral practice and become an individual to look up for. (Bono & Judge, 2004). Another dimension that is considered important is trust that must be developed between leaders and followers. This allows loyalty from follower to arouse as leaders are held in high personal regard.

Inspirational motivation and idealized influence are generally known as "charisma". Leaders with these traits show a great impact on their underling and this can change the self-centric employees to become more collective. Subordinates will then become more engaged with the vision of their organizations and willing to put on more efforts for that particular vision (Bono & Judge, 2004).

Thirdly, transformational leaders with individual thoughtfulness will regard every supporter as a respectful human being and willing to provide training and growth chance for them. This type of approach enables to empower of the future of leaders. More importantly, it supports self-actualization, self-fulfillment and self-worth, and encourages them to achieve and grow further (Harter et al., 2003). Setting clear expectations of performance, will results in minimal disengagement and burnout experienced by the followers (Harter et al, 2003).

The last component is intellectual stimulation, which challenges known organizational standards and motivate followers to develop groundbreaking strategies. Leaders motivate their followers to see situations from a diverse point of view (Conger & Kanungu, 1998). This will give the follower the freedom to creatively solve problems in accomplishing the organization's objectives. Moreover, it also allow them to be innovative by letting them involve in decision making and problem solving process that could impact on their wellbeing in social, political, economic, and environmental aspects. Thus the primary goal of intellectual stimulation is to achieve a continuing high level of creativity from its followers (Avolio, 2005).

Based on findings by Northouse (2004), the transformational writing based on 39 studies, shows that individuals with transformational leadership skills tend to work more effectively compared to transactional leaders. According to Avolio and Bass (2004), this is due to the ability of transformational leader to take into account the needs and motives of their followers.

In route with Maslow's hierarchy of needs model, transformational leadership is known to use self-actualization that is considered as the highest need of individual. It is assumed that visions and passion of the leader can inspire the patrons to work towards the exact same goal until that goals have achieved. Research shows that leaders who apply transformational leadership behaviors have followers with better commitment, motivation, inspiration, and empowerment; they also have lower level of abstinence (Smith, Montagno & Kimono, 2004).

Transformational leadership is considered as more humane, compared to the transactional leadership. Transformational leadership believes that instead of negative one, followers will benefit more through positive motivation. One instance of leader who practiced transformational leadership was Sam Walton, founder of Wal-Mart. Walton is well known for their presence around his business where he actually visit Wal-Mart stores all over the world to keep up with the employees. This act means a lot for the employees as it shows his appreciation for them. Whereas, Walton believed that "a simple rule of success was to appreciate employees by praising them" (Walton, 1996). This act eventually leads Walmart towards becoming the largest retail company in the world.

From a social perspective, individuals who typically viewed as transformational leaders such as Nelson Mandela and Martin Luther King have also been idealized for centuries. Some well-known characteristics of such leaders are the ability to inspire others and suggesting new perspective of thinking with their enthusiasm and an eloquent speaking style.

Additionally, Avolio and Bass (2004) said that this way of leading raises the level of ethical conduct for both the leader and followers leading to a positive working relationship. The benefit of this leadership is its role in creating enthusiastic work atmospheres, motivating the employees to work for their leaders, even if they are offered fewer benefits because they are inspired by the vision. (Avolio & Bass, 2004).

In accordance with Bass and Riggio (2006), the continuing changes in all organizations need more adaptable and flexible leadership. The kind of leadership style suitable for these challenges is transformational leadership as it's able to direct its followers towards creative change and growth. Followers' values, goals and higher order are needed to improve employees' performance can also be influenced by transformational leadership (Bass & Riggio, 2006). Followers therefore trust and admire their leader and organization due to the feeling of being driven to achieve beyond their expectation (Hamlin & Serventi, 2008; Yukl, 2002).

Limitation of transformational leadership is that this theory fundamentally depends on the capability of the leader to inspire the follower towards the benefit of the organization. Notwithstanding, the leaders of organizations perhaps do not have the needed characteristic to accomplish this. Other limitation includes over emphasis of leadership style over substance. From an organizational perspective, the increment of evidence based decision making demand where there is the need to cite hard evidence to show leadership make an individual difficult to show their business situation in an motivating manner as it is vital to have the paper that support their statements (Avolio & Bass, 2004).

2.3.2 Transactional Leadership Style

Transactional leadership refers to an exchange process between leader and their follower to achieve a specific targets (Bass, 1985). It is viewed as a way of ensuring followers to meet work demands by using rewards-punishments system. This leadership method focused on clarifying their followers' role and tasks which need to be done (Russel, 2008). For instance the "transaction" between leaders and followers is an essential component of this leadership style, leader should receive the authority to reward subordinate and state the importance of working modes to accomplish task. The rewards and punishments system are therefore act as a main point as it helps the follower to exert the necessary effort or performance (Bass & Avolio, 1994).

Furthermore, similarity between transactional leaders and transformational leaders is their ability to set clear objectives, clarify roles and encourage followers to reach those stated goals. However, external rewards like commission could inspire transactional leaders instead of intrinsic motivation in achieving agreed-upon goals (Avolio & Bass, 2004). Therefore, based on Maslow's Hierarchy of Needs model, this kind of leadership style is solely aims to satisfy basic needs which include physiological, safety and social needs. Avolio and Bass (2004) set the transactional dimensions of leadership as follow: Management by Exception (passive), Management by Exception (active), and Contingent Reward.

Firstly, management by exception (passive) is leaders that act as passive managers. Leader only will take curative action after an occurrence of problem. The leader does not necessarily take every actions (Bass et al., 2003). Transactional leadership highly dependable on punishment and negative feedback and also negative reinforcement of the contingent in order to give some correction in term of subordinates' behavior (Bass & Avolio, 1996). Moreover, active management/ management by exception is defined as the active action of the leaders in managing their teams and proactively seek out problems. However, corrective action will also only take after an occurrence of deviations. Transactional leaders will make sure their subordinates fully understand about their standards for compliance before actually set them, thus may lead to an unproductive performance (Bass et al., 2003).

Next, provisional reward system is the type of approach that provides various rewards trade-off for the agreed-upon achievement of aims. Followers only receive and obey the lead to avoid penalizing actions, and will receive monetary rewards, praise and resources if they comply well (Avery, 2004). Rewards should match the outcome achieved and is applied in a consistent manner. The reward scale should also be fair and equitable.

In addition, goal setting is one of the product of transactional leadership. Clarification of employees' role in the organization is very crucial because it will give some challenge to achieve this goal in a less structured environments. Transactional leaders have a characteristic of leading employees based on this clarification role.

The title of employees, authority's position, knowledge level and the capability of controlling resources; this indicates more of a power relation rather than an influential relation (Kahn, 1990).

According to Maslow's hierarchy of needs model, transactional leadership designed to meet individual's lower-order needs. This leadership style therefore works mostly by providing employees with necessities and rewards. Organizations that are highly ranked may achieve productivity and goals much easier by following "carrot and stick" approach. This means that the agreement of the employees to perform some various duties will be followed by their manager's supervision as the manager have a responsibility for a proper complete task. Goals and objectives are generally set for a short period of time, making them less difficult to accomplish. These short-term goals will make the employees to be more motivated as the goals being easier to attain and they are clearly aware of what expected of them (Nielsen et al., 2008). Assertive and powerful leaders usually more suited for this type of leadership styles considering their way of management (Avery, 2004).

Transactional leadership may halt the development of employees because they get used in following commands. Employees are abstained from thinking "out of the box" under this type of leadership as novel innovative ideas are giving them negative consequences (Avery, 2004). This kind of system therefore promotes passive work forces. Transactional leaders with the lack of intellectual stimulation and inspiration may lead employees to be unmotivated particularly the "higher-level needs" driven one. Consequently, followers who disobeyed their leader's command are punished which often reduce employees' motivation respectively (Bass et al., 2003).

This leadership style can prevent organizations from maintaining their competitive edge by creating a nerve-wracking work environment as it can maintain organization productivity despite the absence of innovations and inventions. Transactional leadership can an effective way to influence followers; however it does not produce real change as its only focused on the short-term impact using rewards to maximize immediate results (Hughes et al., 1993). Often, employees realize about the monitoring system on their performances by giving rewards or punishments which lower their contribution to their organizations' objectives. Management of exception styles usually can disappoint and reduce employees' performance (Ball et al., 1992). The problem will arise when the company forces to accept significant changes. Transactional leaders often difficult to accept the new ideas and changes, they also feel that there is a difficulty to negotiate such a situation because they need higher commitment and willingness level from their patrons to simultaneously change their behavior and thinking pattern in order to follow these business changes (Bass, 1990).

Additionally, transactional leaders have the ultimate authority in terms of decision making with no opportunity of followers empowerment, this could contribute towards disengaged employees. Lastly, it will be easy to predict the operations in the organization as employees are only work to attain the goals without any intention exceed that goal (Avery, 2004). This style of management could results in disengaged and lack of ambition employees (Avery, 2004).

2.3.3 Laissez- Faire Leadership Style

According to Chaudhry and Javed (2012), laissez-faire leadership is known as a leaders who circumvent situation where decisions making are needed. The leader will provides no guidance and leaves the employees on their own to make the decisions in order to solve the problem. Laissez- faire approach usually refers to leader with a “do-not care” behaviour. The employees are mostly work on their own.

Kurt Lewin (1939), stated that laissez-faire leadership style were the least effective leadership style”. In Laissez-faire leadership, there is no integration in between the leader and the employees.

Chaudhry and Javed (2012) explained that the laissez-faire leaders usually doesn't involve in any “decision making process”. The employees have freedom to work on their own style without any rules but yet are responsible for their own decision. This is the most static component and the minimum style of leader attitude (Antonakis et al, 2003 as cited in Khan et al, 2011).

Based on Ronald (n.d) explanation, laissez faire could lead the team to disorder and inefficient situation where in the end will be classified as useless. The overall outcome of the laissez -faire leadership style looks like unsatisfactory.

2.3.4 Employee Job Engagement

Employee engagement defined as the participation and passion of employee for their work. Employee with high commitment tends to have a affirmative attachment to their work. Engagement is vast rather than a transitory and particular mindset, not focused on any specific object, event, individual, or behavior (Schaufeli & Bakker, 2003). In general, employee engagement is used at different times refers to mental states, personalities, and manners as well as their antecedents and outcomes thus making it does not have an officially accepted and one hundred percent recognized definition (Macey & Schneider, 2008).

Within any organization, employees' engagement levels at work and the level of devotion for their jobs differentiate them greatly. Over the past two decades, employee engagement has effectively become as a new concept in organizational development. (Rafferty et al., 2005).

The study of work engagement has become one of the highly crucial research topics because it mainly focuses on any employees strength and optimal functional instead of malfunctions and weakness of an individual due to the evolving trend towards positive psychology (Macey & Schneider, 2008). There are still different views of conceptualization although quite number of researchers agree on the concept of work engagement (Bakker, Schaufeli et al., 2008).

Most of the researcher are still believed that the level of employees' engagement were originated from the commitment, job satisfaction and organizational behavior even though recently employee engagement has related to and comprehends broader scope, also can be described in various way (Robinson et al, 2004).

Gibbons expressed the employee commitment as a heightened emotional and intellectual connection that an employee has for his or her organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work. (Gibbons, 2006). It has also been defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Shaufeli et al., 2002).

In 2004 Baumruk, stated that employees will increase their willingness and ability to aid their organization development, as they are being provided by continuous unrestricted effort. It is also refers to the extent emotional and intellectual commitment to its organization. Employees who are engaged will show great enthusiasm in working as they pay attention to the future of their organization (Seijts & Crim, 2006). Based on Harter & Schmidt, 2008 study says that any individual who's an involved completely and also have a higher level of enthusiasm about their work are known as employees who are engaged. (Harter & Schmidt, 2008).

Shaufeli, Salanova et al. (2002) stated that the employees' engagement is produced by 3 dimensions. Those three dimensions will be the "primary definition used for the purposes of this study which are known as vigor, dedication and absorption". Vigor is an aspect that is described by physical strength and enthusiasm at work. Dedication is known as one's strong identification at work encompasses feelings of passion, motivation, conceit and trial. Absorption stands for being fully focused and happily immersed in one's work. It is believed that with all the dimensions mentioned above, time passes quickly and one has exertion with disconnecting oneself from work (Shaufeli, Salanova et al. (2002).

Kahn (1990) additionally conceptualized engagement from the aspect of cognitive, emotional and physical engagement. Cognitive engagement defined as awareness towards the role and their missions in their company. This definition is supported by Devi (2009) where she believes that employees' higher level of performances can be achieved if they see themselves as an effective and valuable contributor in their own company. Cognitive engagement is therefore important to establish good performance and retention of employee (Avey et al., 2008; Tan & Tan, 2000). In contrast, emotional engagement explained as the extension of the appreciation, enjoyment and trustworthy towards their work peers and also their organization. Increased trust in management leads to a higher level of employees' emotional commitment (Avey et al., 2008; Tan & Tan, 2000). Physically, engagement means that the employees willingly to put an extra effort from what they are expected in connection to their job function (Avey et al., 2008; Tan & Tan, 2000).

As said by Penna's (2007) research report, implication at work may potentially bring employers and employees closer. People tend to support their own creation, and it is include their meaningful creation that have an emotional relationship with the one who create, perform and influence it. This means that an ability to design one work will give an intrinsic personal rewards, such as personal satisfaction and also self-efficacy, which also give an impact towards that meaningful work itself (Bolman & Deal, 2003; Wheatley, 2006). The previous literatures stated that job possessions such as autonomy, self-efficacy and positivity (Xanthopoulou et al., 2007; Xanthopoulou et. al, 2009) are playing decisive role in employee engagement due to their motivational prospective for fostering employee engagement. Self-efficacy demarcated as someone's belief in one's ability to accomplish specific task whereby optimism is hopefulness about the successful result of something.

The "Job Demands-Control (JDC) stress model" according to Karasek et.al (1998), stated that motivation in minor level, undesirable learning and the vanishing a way of previously learnt skills are probably caused by inability of the employee to participate and influence the process of decision making. Salanova et al., (2002) postulate that the principle of JDC model is that job stressors have negative correlation with controll over major aspects of the job, where the higher the stressor the lower the control. This may produce physical and mental distress among the employees.

Salanova et al in their 2002 published publication stated that the independence of the employee in term of making their own decision will give a tendency to experienced less burnout, especially if this independence applied on their daily basis performances.

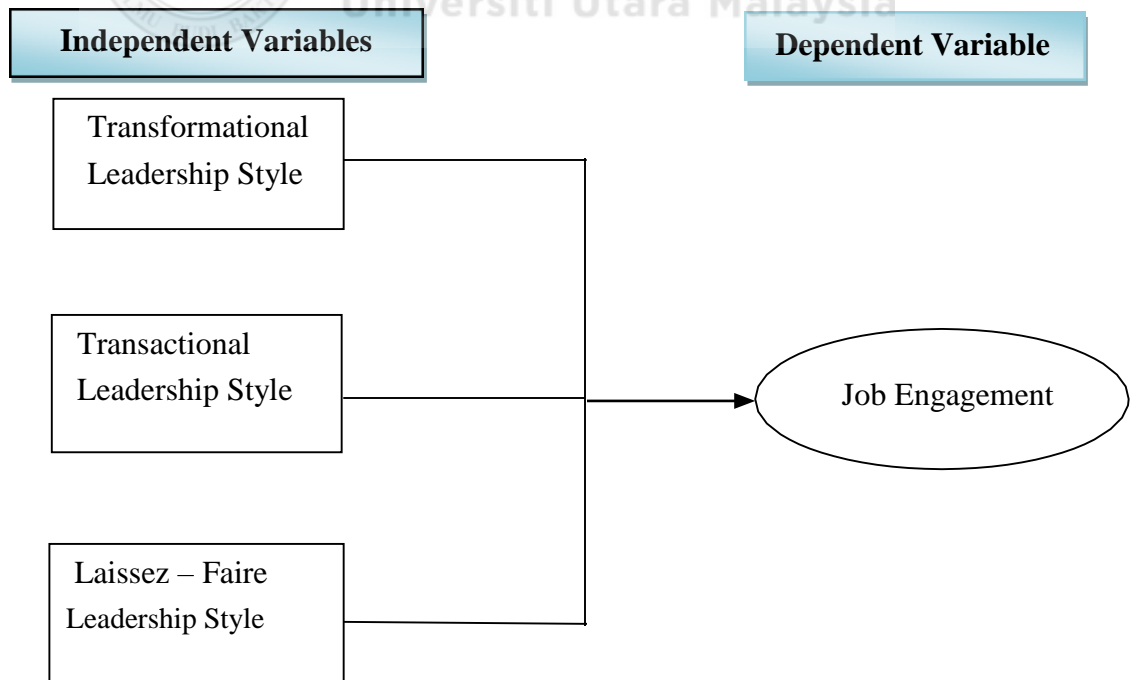
On the other hand, Penna stated that a new model of Hierarchy of Engagement which similarly resembled “Hierarchy of Needs” models by Maslow, shows that engagement have a fundamental value of pay and benefits. This means that employee will seeks for development prospects such as advancement once they have satisfied these necessity. Thereafter, leadership is being introduced to that model with the assumption that employee will look up to upper level aspiration where they can give an appreciation (Penna, 2007).

Despite a compassionate organization values, Flade (2003) is still maintained to believe that social support, whether it is from supervisor or colleagues can comprised supervisor-subordinate support. Researchers believed that the exchange was likely to be a undesirable one if the interpersonal communiqué between the superior and their workers were contentious. As a result, this would cause the lack of energy among employees, exhaustion, lack of involvement within various jobs and inefficacy in working. Flade (2003) also found undesirable relations of an unpleasant supervisor with organizational commitment and emotional exhaustion.

2.4 Research Framework

Figure 2.2 shows the research framework with the independent and dependent variables was adapted from the study conducted by Sulamuthu & Yusof (2017). The ultimate goal of this survey is to distinguish the relationship between leadership styles and employee job engagement. Organizational leaders can improve employee job engagement (Chughtai & Buckley, 2008). Front-line leaders are considered to be vital for developing employee engagement (Saks, 2006). Papalexandris and Galanaki (2008) stated that some leadership characteristics have a strong concrete impact on employee engagement while other characteristics have no convincing effect.

Figure 2.1
Research Framework



2.5 Hypotheses Development

2.5.1 Transformational Leadership Style and Employee Job Engagement

According to the study done by Ghadi et al., (2013), it was stated that transformational leadership affects the connectivity towards work engagement based on a sample study of identifying the intervene affect at work on the association between transformational leadership and work engagement.

Based on Hayati, Charkhabi and Naami (2014), their study on identifying the impacts of transformational leadership on work engagement across hospital nurses shows that transformational leaders hold a compelling good impact on work engagement. On top of that, their study indicated that transformational leaders channel their passion and skills to their followers by modelling technique.

According to Sharma and Krishnan (2012), their study on IT sector about the effect of transformational leadership on employee engagement prevail that the leadership style has an important definitive of employee engagement. Meanwhile Popli and Rizvi (2015), in the study on industry managers wrapped up that there is a positive contact between transformational leadership and employee engagement. Therefore, these arguments proposes the following hypotheses:

H1: There is a positive relationship between transformational leadership and employee job engagement.

2.5.2 Transactional Leadership Style and Employee Job Engagement

Based on the study done by Guest (2010) on the relationship between transactional leadership and employee engagement, there is strong relationship between managers and employees that effects the productivity significantly. According to Boedker et al., (2011), transactional leadership became an important factor to organizational success at both group and individual level.

Meanwhile, Blomme et al., (2015) have come up with a framework in which they suggest that a low level of transactional leadership is tied to low level of job engagement. According to Moody (2012), employees who sees their superiors on transactional leadership style also tend to have strong level of employee engagement. Hence, the hypotheses propose as below:

H2: There is a positive relationship between transactional leadership style and employee job engagement.

2.5.3 Laissez-faire and Employee Job Engagement

According to Omolayo (2007), in laissez-faire leadership style, there is no involvement from the leaders and the employees are allowed to work on their own. The leaders do not interfere in the interest of their followers, while practice less or absolutely no supervision over the group. Based on Awan & Mahmood (2010), the followers under this leadership style will battle with lack of guidance and passion. The laissez-faire leaders are passive and normally found disengaged in work matter, therefore leadership commitments such as setting a clear vision and mission are ignored entirely (Zineldin & Hytter, 2012). This type of leaders normally adopt observing steps and wait until there are critical issues that needs attention before they get involved (Notgrass, 2014). Laissez-faire leadership style has a strong negative impact on engagement regardless of the relationship between superiors and subordinates. For instances when there is shortfall of leadership, then employee were found to be unattached. These arguments propose the following hypotheses:

H3: There is a negative relationship between laissez-faire and employee job engagement

2.6 Chapter Summary

This chapter is to review and discuss the theory and literature review from previous articles and journals that related to the factors influence the employees' turnover preparedness in the organization and to construct the research framework. Moreover, the findings from past researchers are used to create the hypotheses for this research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Third chapter is about the methods designed in this paper that consists of research design, data collection methods, sampling design and lastly the research instruments with the pilot test in conjunction of confirming the reliability of the study. Besides that, this section also explains the formulation of measurement for the data collection and the data analysis techniques used to investigate the hypotheses.

3.2 Research Design

Design of research is comprehend form that emphasizes the methods and procedures for gathering and interpreting the needed information (Zikmund, Babin, Carr&Griffin, 2013).

There are 2 types of research design methods, which are the qualitative research and quantitative research (Zikmundetal.,2013).The qualitative research is a research that allows researcher to explain the experience without depending on numerical measurement meanwhile, the quantitative research is a research that explains the intentions of study via factual judgement that involve numerical measurement and reasoning (Zikmund et al., 2013).

Descriptive and analytical methodology was used throughout this survey to study the impact of leadership style on employee job engagement. Therefore, quantitative research designs area being applied in this study. The quantitative study consist of a survey type of research design (Choi et al., 2014). This survey uses a structured questionnaire to obtain primary data from the participants. The data has been analyzed using Statistical Package for Social Sciences Version 23 (SPSS 23). On top of that, the collected data is then analyzed using descriptive statistics and Pearson correlation analysis. Lastly, a multiple regression analysis has been used to test the hypotheses.

3.3 Data Collection Procedures

In this study, hard copy of questionnaire was utilized as the data collection tool. The hard copies were printed to collect data. According to Kumar (2005), a questionnaire is a written form of questions and the answers will be recorded by the respondents. This data collection method was used because it was precise, easy to use, inexpensive and provided invisibility for the respondents as personal information was highly confidential. Gatara (2010) stated that a questionnaire is suitable to fit specific types of information needed by researcher as research information normally consist of people's beliefs, attitudes and characteristics. The questions in the questionnaire were adopted from the literature review conducted in this study. The questionnaire is consisted of three sections, section one focused on demographic details, section two one leadership style and lastly section three on employee job engagement.

A service logistics company in Bayan Lepas, Penang has been selected for data collection purposes. The name of the company is withheld for the purpose of confidentiality. The company has been operating for almost 20 years with more than 270 employees as for now. After receiving permission from the logistics company General Manager and Head of Human Resource by an actual real time meeting, the researcher then allow to enter warehouse and explain the aims and benefits of the study to all employees and managerial staff during morning reports. Employees and manager who voluntarily want to give their participation in this study met the researcher to fill the questionnaires form.

Participants were informed consent about their participatory was purely voluntary and they have the right to stop their participation in this study before they started to fill the questionnaire form. Confidentiality of this research was implemented by using anonymity in the questionnaire form and there was no need to disclose any personal information and that all information acquired will be kept strictly confidential. In order to make the participant easier in filling the form, the researcher was standby at all times to clarify any questions which the participants may have had. After filling the form completely, participants were requested to place their questionnaires in a designated place before leaving the venue. 200 employees from different departments were invited to be the respondents for this research. 161 research questionnaires were completed and successfully returned to the researcher.

3.4 Sampling Design

According to Zikmund et al., (2013), sampling design consists of certain steps such as determining the target population, choosing the sampling frame, identifying the sampling technique and figure out the sample size. The scholars also explained that the population is classified as any complete group of people that share common habits. The sample of research is the subset or a small part of a population.

3.4.1. Target Population

According to Cooper & Schindler (2011), target population known as those people or database that have the required information for the study that decides whether a sample should be chosen. The target population for this study is the employees in the service logistics company that located in Bayan Lepas, Penang. The total population of the study is about 270 employees.

3.4.2. Sampling Techniques

The data collection for this research was done based on the method of convenience sampling. Convenience sampling is the selection of units from the community which is easily accessible. According Cooper & Schindler (2001), convenience sampling is less costly and time consuming. However, there are also disadvantages of using this method whereby convenience sampling is bias. This is because the sample is not representing the entire population which results in the limitation of generalization and inference made about the entire population. Since the

sample is not representative of the population, the results of the study cannot reflect representing the entire population and could result in low external validity of the study (Cooper & Schindler, 2001).

The data for this research were gathered using primary sources, where 200 questionnaires were distributed to the employees in a service logistic company in Penang, Malaysia where this research being conducted. Those employees are fulltime workers who have a direct reporting line to a leader.

3.4.3. Sample Size

The total population size for this study will be 270 employees. However , a total of 200 questionnaires were given out to the employees working in the selected service logistic company located at Bayan Lepas , Penang is more than what been suggested by Krejcie & Morgan, (1970). Even though only on 159 sample size is needed for the research, but yet the researcher distributed more questionnaires than the target after taking consideration on the questionnaires answering rate from the voluntary respondents.

3.5 Measures

3.5.1. Transformational Leadership Style

Multifactor Leadership Questionnaire (MLQ) created by Bass and Avolio (1997) was used to measure transformational leadership. Transformational leadership questionnaire contains 20 questions representing 5 components which are inspirational motivation, intellectual stimulation, individual consideration, idealized influence (attributed) and lastly idealized influence (behavior). Each components contain 4 questions.

Inspirational Motivation component refers to expression and portrayal of a leader's perception. Followers will get motivated by seeing the future with positive vibes. The idealized influence (attributed) represent the acknowledgement of glamour to the leader. Meanwhile, the idealized influence (behaviour) focuses on overall goals and beliefs. The intellectual stimulation comprises of the followers beliefs, then how look into problems and come up with solutions. Lastly individualized consideration refers to seeing the own necessity of followers and upgrade their individual power.

According to Bass and Avolio (1997), the reliability of this questions based on 14 studies done in financial, industrial, military and medicine occupations would be between 0.81 and 0.94. These items were rated using 5- point Liker scale ranging from 1 (strongly disagree) to 5 (strongly agree) to every MLQ questions (Rowold, 2004).

Table 3.1

Items represent the Transformational Leadership Style

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Transformational Leadership Style	“Leaders transfer their enthusiasm and high power to their subordinates by the way of modelling”	The person I’m rating (my supervisor).... 1. Instills pride in me for being associated with him/her 2. Goes beyond self-interest for the good of the group 3. Acts in ways that builds my respect	0.902	Popli & Rizvi (2016)

3.5.2. Transactional Leadership Style

The transactional leadership style was measured by using Multifactor Leadership Questionnaire (MLQ). The leadership style is weighted with 3 components of contingent reward, management-by-exception (active), and management-by-exception (passive) with 12 questions to be measured.

The contingent reward component focuses on the rewards exchange between leaders and followers. It can be either rewards for outstanding performance or hazard for poor performance. Management by exception (active) refers to leaders who supervise the mistakes of the followers, whereas management by exception (passive) refers to leaders who only step in when outcome of tasks are not achievable. 5-point Likert scale ranging from 1= strongly disagree to 5 = strongly agree were used on this questionnaires.

Table 3.2

Items represent the Transactional Leadership Style

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Source
Transactional Leadership Style	“The leader sets up reward by knowing the followers self-interest and exchange rewards once the work is completed by the followers”	The person I'm rating (my supervisor).... 1. Provides me with assistance in exchange for my efforts 2. Discusses in specific terms who is responsible for achieving performance targets 3. Makes clear what one can expect to receive when performance goals are achieved	0.747	Popli & Rizvi (2016)



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3.5.3. Laissez- Faire Leadership Style

Laissez - faire leadership style was measured by using Multifactor Leadership Questionnaire (MLQ). Laissez-faire or known as non-leadership will be reflected when the leaders avoid interpreting expectations, solving issues and making choice. It is basically known as the most apathetic and flat type of leadership and is measured with 4 questions. There are 5-point Likert scale range from strongly disagree to strongly agree were used on the questionnaires.

Table 3.3

Items represent the Laissez-Faire Leadership Style

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Laissez-Faire Leadership Style	“Passive leadership where leaders refuse to show influence over subordinates”	The person I’m rating (my supervisor).... 1. Avoids getting involved when important issues arise. 2. Is absent when needed	0.785	Popli & Rizvi (2016)

3.5.4. Employee Job Engagement

Employee engagement measured by using the Schaufeli et al. (2006) Utrecht Work Engagement Scale (UWES-9), which divided into three subscales that's are vigor, dedication, and absorption. This instrument consist of 9 questions that uses 7-point Likert scale with responses starting from 0= Never to 6 = Every day. If the respondents had felt each of the explained emotions, then they are requested to show how often it was felt by choosing the number (from 0 to 6) that describes how often it was felt. According to Schaufeli & Bakker (2003), the Cronbach's α of the UWES-9 is more than the normal accepted scale of $\alpha > .70$ although it is lower than the subscales of the UWES-15 and UWES-17 because Cronbach's α tends to increase with test length.

Table 3.4
Items represent the Employee Job Engagement

Variable	Operational Definition	Number of Item	Cronbach's Alpha	Sources
Employee Job Engagement	"An employee's intellectual , feeling and physiological state works against aspired organizational goals"	1. At my work, I feel bursting with energy 2. I am enthusiastic about my job 3. I feel happy when I am working intensely	> 0.70	Schaufeli & Bakker (2003)

3.6 Research Instruments

The questions in the questionnaire prepared by the researcher was adopted and adapted from past article in order to collect primary data. According to Bryman & Bell (2011), self - administered questionnaires are affordable and convenient to get respond from the respondents in shorter time frame. The questionnaires were given out by the researcher himself to the respondents.

3.6.1. Questionnaires Design

As stated in Zikmund et al., (2013), the question design being divided into open-ended questions and fixed alternative questions. The open ended type questions usually comes with questions that pose certain problems and then the respondents need to answer with their own words. Whereas, the fixed alternative questions are the questions where the respondents were given specific range of answers to choose that could be almost similar to their own standpoint.

In this study, fixed alternative questions such as multiple choice answer questionnaires were developed. This is due to reduce the time consumption for respondents to answer the questionnaires as it will be distributed to larger population of respondents. The questionnaire in this study consists of fifty questions that being divided into three major sections.

The first section will be the demographic information, section two will be the dependent variable, and the last section will be the independent variable. The section A questions are designed to get the respondents demographic profile and it consists of 5 questions which are include respondent's gender, age, highest education level, years of services, and job position. In second section, there are 36 questions to measure the dependent variable. The five- point Likert scale was applied for all the dependent variable questions where the respondents were given per-determined responses rated from strongly disagree to strongly agree. Lastly the third section with 9 questions to measure the independent variable. The 7-point Likert scale was applied with given per-determined responses from never to always.

Table 3.5
Distribution of Variables

Variables	Total No. of Items	Scales	Sources
Transformational Leadership Style	20	5-point Likert scale (Strongly disagree/agree combinations)	Popli & Rizvi (2017)
Transactional Leadership Style	12	5-point Likert scale (Strongly disagree/agree combinations)	Popli & Rizvi (2017)
Laissez-Faire Leadership Style	4	5-point Likert scale (Strongly disagree/agree combinations)	Popli & Rizvi (2017)
Employee Job Engagement	9	7-point Likert scale (Never/always combinations)	Schaufeli et al. (2006)

3.6.2. Pilot Test

A pilot test on variables is essentially needed to certify the reliability and validity of a questionnaire which was adopted and adapted from Popli & Rizvi (2017) for the leadership style questions and from Schaufeli et al. (2006) for employee job engagement. In the research, 40 sets of questionnaires was distributed to the targeted respondents who are working at other companies around at Bayan Lepas, Penang.

The process flow of the pilot survey started by approaching the targeted respondents who are working nearby the service logistics company after their office hours. The questionnaires were given to the respondents to be answered. If the subjects decided to participate, they were asked to answer the questionnaire and return it back to the researcher. The participants were then informed that their participation and feedback were voluntary and they could stop the survey at any time without any penalties. The questionnaire presented in the pilot online survey consisted of researcher developed demographic questions, MLQ (5X Short) questions and (UWES-9). The questionnaire was tested on a targeted group at the researcher's convenience without using a statistical sample (Zikmund 2003). The target pilot samples were not included in the main survey.

3.6.2.1. Outcome of Reliability

Based on Zikmund et al., (2013), Cronbach's Alpha Coefficient is used to estimate the multiple-item scale's reliability. It was used in this research to understand the reliability level of dependent and independent variables. The results for this research were shown in the table below :

Table 3.6
Cronbach's Alpha Coefficient Result for All the Variables

Dependent Variable	Number of Item	Cronbach's Alpha
Employee Job Engagement	9	0.844
Independent Variables	Number of Item	Cronbach's Alpha
Transformational Leadership Style	20	0.962
Transactional Leadership Style	12	0.726
Laissez-faire Leadership Style	4	0.929

Based on the results in the table above, all the Cronbach's Alpha value for dependent and independent variables shows above 0.6, which tells us that all the items in the questionnaires are reliable enough as interpreted in the table below by Zikmund et al., (2013):

Table 3.7
Internal Consistency for Cronbach's Alpha Coefficient

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.8$	Very good reliability
$0.7 > \alpha \geq 0.8$	Good reliability
$0.6 > \alpha \geq 0.7$	Fair reliability
$0.6 > \alpha$	Poor reliability

[Sources: Zikmund et al., (2013)]

3.7 Data Analysis Techniques

After data collection done, all the data were filtered in conjunction to separate those insufficient information data. 161 set of questionnaires were interpreted and analysed through data analysis technique and Statistical Package for Social Science (SPSS) software version 23. The data analysis techniques consist of descriptive statistics which were used to summarize and describe data in simplest manner, meanwhile inferential statistics were used to exploit the characteristics from a sample of overall population in order to analyse the hypotheses of the study (Zikmund et al., 2013).

The descriptive analysis technique were used to analyse and simply the target respondent's demographic details such as gender, age, highest education level, years of services, and job position. Meanwhile, component of the inferential analysis technique such as Pearson Correlation Analysis and Multiple Regressions Analysis were used to evaluate the relationship of the hypotheses for this research.

Pearson correlation analysis used to identify the correlation of one variable to another (Zikmund et al., 2013). In this research, the correlation analysis was used to examine the relationship strength of dependent variable and independent variables. If the correlation analysis is the range of -1.0, then it reflects perfect negative relationship. Meanwhile the range to +1.0 shows perfect positive relationship, whereas the value '0' shows that there is no relationship exist for the dependent and independent variables (Zikmund et al., 2013).

Table 3.8 described the interpretation of correlation coefficient as suggested by Davis (1971):

Table 3.8
Strength of Correlation Table

Scales	Relationship
0.10-0.29	Weak relationship
0.30-0.49	Moderate relationship
0.50-0.69	Strong relationship
0.70-1.00	Very strong relationship

[Sources: Davis (1971)]

Based on Zikmund et al., (2013), statistical analysis has three types to test the hypotheses. They are univariate, bivariate and multivariate statistical analysis that uses one variable, two variables and three or more than three variables respectively. (Zikmund et al., 2013).

Multiple regression analysis, the example of bivariate statistics analysis was used to evaluate and explain the relationship between one dependent variable and numerous independent variables for this research.

If $p\text{-value} = p < 0.05$, there is a relationship between dependent variable and independent variables, therefore the hypotheses will be accepted. Meanwhile, if $p\text{-value}$ is more than significance level 0.05 ($p > 0.05$), the relationship between dependent variable and independent variables is denied, hence, the hypotheses will be rejected.

3.8 Chapter Summary

This chapter shows the overview of the quantitative research method that used to conduct the research. Furthermore, the questionnaires and measurement of each variable were adapted from previous studies. Reliability of research instrument using pilot test was carried out before the questionnaires being used for data collection. The questionnaires will be dispersed to targeted respondents once pilot test is done. Statistical Package for Social Science (SPSS) 23.0, descriptive statistical analysis together with inferential statistical analysis were used to test the correlation relationship between the dependent variable and independent variables as well as the research hypotheses.



CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter shows the outcome of the study. In this study, descriptive and inferential analyses were conducted by making use of Statistical Package for Social Science (SPSS) 23.0. On top of that, the statistical results were analysed and explained at the end of research.

4.2 Response Rate

In total of two hundred (200) set of questionnaires were passed to the service logistics company employees that located in Bayan Lepas, Penang. However, only 161 set of questionnaires were successfully collected back from the respondents with the respond rate of 80.5 % out of 100 %. Please refer Table 4.1 as below:

Table 4.1
Response Rate

Items	Result
Distributed Questionnaires	200
Returned Questionnaires	161
Response Rate	80.5%

4.3 Descriptive Analysis

4.3.1 Respondents Demographic Profile

Table 4.2

Respondents Demographic Profile

Gender	Frequency	Percentages
Male	105	65.2
Female	56	34.8
Total	161	100.0
Age	Frequency	Percentages
20-27 years	49	30.4
28-35 years	93	57.8
36- 43 years	14	8.7
Above 43 years	5	3.1
Total	161	100.0
Highest Education Level	Frequency	Percentages
High school	103	64.0
Diploma	33	20.5
Bachelor of Degree's	19	11.8
Master Degree	5	3.1
Doctoral Degree	1	0.6
Total	161	100.0
Length of Services	Frequency	Percentages
1-5 years	38	23.6
6-10 years	31	19.3
11-15 years	67	42.6
More than 15 years	25	15.5
Total	161	100.0
Position	Frequency	Percentages
Operation Assistant	126	78.3
Supervisor	21	13.0
Executive	9	5.6
Assistant Manager	4	2.5
Manager	1	0.6
Total	161	100.0

The results of frequency distributions and percentages of demographic profile as shown in above table are obtained by using Statistical Package for Social Science (SPSS) 23.0. According the Table 4.2 above, the biggest group of respondents who participated in this study are male (65.2%) and followed by remaining 56 respondents (34.8%) representing female.

Table 4.2 displays that the most number of respondents are from the age of 28-35 years old which represents (57.8%) out of total 161 respondents. There are 49 (30.4%) respondents from age group 20-27 years old followed by 14 (8.7%) respondents from age group 36-43 years old and above 43 years old age group represented by 5 respondents or 3.1 % out of 100%.

Out of 161 respondents, there are 103 respondents or 64.0% who have completed high school. On top of that, 33 of them have Diploma and while Bachelors' Degree which represent 19 respondents (11.8%). Meanwhile there are 5 respondents who have Masters' Degree while lastly one respondent is from PHD studies.

Moreover, the result of Table 4.2 shown that majority of the respondents' years of service is in the range of 11 to 15 years for 42.6% or 67 respondents. The employees who are working for 1 to 5 years in this service logistics company consist of 38(23.6 %) respondents. Moreover, for years of service 6 to 10 years are 31 respondents equivalent to 19.3% and lastly followed by respondents with more than 15 years working experience with 25 respondents with 15.5 %.

The majority job position of the respondents will be operation assistant with 126 (78.3%) of them. The respondents who are working supervisors will be 21 of them equivalent to (13 %) then followed by executive level with 9 (5.6%) respondents. Lastly there is only one manager level respondent who participated in this study which compromises of (0.6 %).

4.3.2 Descriptive Analysis

Table 4.3 shows the descriptive analysis on the relationship between leadership style and employee job engagement in service logistics company that located in Bayan Lepas, Penang. The descriptive analysis is used to calculate the employee's feedback towards the leadership style shown their superiors as well as the employee's job engagement.

Table 4.3
Descriptive Analysis

Transformational Leadership Style	Mean
Idealized Influence Attributed	3.48
Idealized Influence Behavior	3.64
Inspirational Motivation	3.54
Intellectual Stimulation	3.50
Individual Consideration	3.34
Total Average Mean	3.50
Transactional Leadership Style	Mean
Contingent Reward	3.44
Management by Exception (Active)	3.21
Management by Exception (Passive)	2.76
Total Average Mean	3.13
Laissez-faire Non-Leadership Style	Mean
Laissez-faire	2.67
Employee Engagement	Mean
Vigor	3.52
Dedication	3.80
Absorption	3.30
Total Average Mean	3.54

There are four components that used to measure employees understanding on transformational leadership style. Based on the result of analysis, the first component of transformational leadership will be idealized influence (attributed). The mean value for this element was 3.48 of a 5- point scale, showing that respondents see their leaders with respect and as a role model. The second component will be idealized influence (behaviors) with the mean of 3.64. The respondents shows their leaders act in a way that focuses on strong point of purpose and communicate about their most important beliefs and morals. The third component of this leadership will be inspirational motivation with mean of 3.54, indicating that the respondent's leaders convey an inspiring vision. The fourth component will be intellectual stimulation with mean value

of 3.50. This indicates that the leaders supports the respondents creativity via wakening awareness of issues can be tackled. The last component of transformational leadership is individualized consideration with the mean value of 3.34, signifying that respondents supervisor guide them through a developmental phase and serve as a role model to them.

Table 4.3 indicates the descriptive analysis of transactional leadership on employee job engagement of the service logistics company that located in Bayan Lepas, Penang. There are three components used to analyze the employees' perception towards transactional leadership. Based on the result, the higher mean is 3.44 that goes under range 1 and this result shows the respondents agree to statements in that particular component and followed by mean 3.21 that falls under range 2 and lastly the statement more towards agree by respondents falls in range 3 with mean of 2.76. In the overall, the answer range of respondents are more towards agree to say the existing of transactional leadership as the total averages shows 3.13 mean indeed.

Besides that, Table 4.3 also indicates the descriptive analysis of laissez-faire leadership on employees' job engagement. There are only one component that used to measures the employees' perception towards laissez-faire leadership. Based on the result of analysis, the mean is 2.67, hence this result shows the respondents are towards agree to that particular statement. Furthermore, Table 4.3 also indicates the descriptive analysis of job engagement among the employees of a service logistic company located in Bayan Lepas, Penang. There are three component that were used to measure the employees' job engagement.

The first component of employee engagement will be vigor. On seven point scale, vigor carries mean value of 3.52, showing that respondents have high grade of energy and the tendency to invest in one's work. Dedication is the second component of employee engagement which carries mean value of 3.8. This shows that participants felt a strong feel of significance, inspiration, and obstacles from their work. The last component of employee engagement is absorption. The mean value for absorption was 3.30, showing that respondents feel the catch of being happily engaged and absorbed in one's work.

4.4 Pearson Correlation Analysis

Pearson's correlation analysis is used in this study to understand the connection between dependent variable and independent variables. Table 4.4 shows the result of correlation analysis of the dependent variable and independent variables.

Table 4.4
Pearson's Correlation Analysis Results

	EA	TRANSFORM	TRANSAC	LAISSEZ
EA	1			
TRANSFORM	0.59 6	1		
TRANSAC	0.13 4	0.339	1	
LAISSEZ	- 0.418	- 0.370	0.385	1

Note: EA=Employee Engagement, Transform=Transformational Leadership
Transac=Transactional Leadership, Laissez= Laissez Faire Leadership

Table 4.4 shows the relationship between dependent variable and independent variables of the employee job engagement among employees in a service logistic company located in Bayan Lepas, Penang. Based on the above table, the relationship of each independent variable with employee job engagement is $r=0.596$ for transformational leadership, $r=0.134$ for transactional leadership and lastly $r=-0.418$ for laissez-faire. The correlation between dependent variable and two of the independent variables shows positive relationship and meanwhile one independent variable shows negative relationship. The positive correlation reflects the employees' satisfaction level on independent variables that includes transformational and transactional leadership increases, then the job engagement among employees in the service logistic company will increase too. The negative correlation represent laissez-faire leadership. When laissez-faire value decreases, the employee job engagement value increases.

From the correlation value proposed by Ratner (2009), the result of correlation indicates that the strength of relationship between transformational leadership and employee job engagement indicate a moderate positive linear relationship through a fuzzy-firm linear rule ($r=0.596$). Meanwhile, the correlation results between transactional leadership and employee job engagement indicate a weak positive linear relationship through a shaky linear rule ($r=0.134$). Lastly, the correlation results between laissez faire and employee job engagement indicate a moderate negative linear relationship through a fuzzy-firm linear rule ($r = -0.418$).

4.5 Multiple Regression Analysis

Table 4.5

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.636 ^a	.404	.393	.61775

Predictors: (Constant), Laissez Faire, Transformational and Transactional

According to table 4.5, the R square shows result of 0.404 (40.4%). The result reflects that the three independent variables of this study includes transformational, transactional and laissez -faire leadership environment & conditions, compensation & are the main factors contributing towards employee job engagement in the service logistics company located in Bayan Lepas, Penang. It can be said that 40.4% of the variance has been found and explained by using this three independent variables. Whereas, there remaining 59.6% of employee job engagement in the service logistics company influence by other factors.

Table 4.6
Multiple Regression Analysis Results

	B	Std. Error	Beta	t	Sig.
(Constant)	1.504	.423		3.557	.000
Transformational	.618	.107	.465	5.797	.000
Transactional	.156	.152	.083	1.022	.308
Laissez-faire	-.229	.067	-.277	-3.391	.001

a. Dependent Variable: Employee Engagement

The multiple regression analysis is needed to understand the significant relationship between dependent variable and independent variables. If $p\text{-value} = p < 0.05$, this indicates that there is a significant relationship between dependent variable and independent variables. Otherwise, if $p\text{-value} = p > 0.05$ shows that there would not be any significant relationship between dependent variable and independent variables. Based on the table 4.6 shown that, there are two independent variables have significant relationship with employee engagement, which is transformational and laissez-faire.

4.6 Hypotheses Testing

H1: There is a positive relationship between transformational leadership style and employee job engagement.

Table 4.6 shows that there is significant relationship between transformational leadership and employee job engagement. This is because the significant value is $\beta=0.465$, $p=0.000$;($p<0.05$) and the t -value= 5.797 . Therefore, the hypothesis for this relationship is accepted.

H2: There is a positive relationship between transactional leadership style and employee job engagement.

Table 4.6 shows that there is no significant relationship between transactional leadership style and employee job engagement as indicated by the t -value is 1.022 and the significant value is shows $\beta=0.83$, $p=0.308$;($p>0.05$).Hence, the hypothesis for this relationship is rejected.

H3: There is a negative relationship between laissez-faire leadership style and employee job engagement.

Table 4.6 shows that there is a significant relationship between laissez-faire and employee job engagement. Therefore, the hypothesis for this relationship is accepted as the t-value is -3.391 and the significant value shows that $\beta = -0.277$, $p = 0.001$; ($p < 0.05$).

Table 4.7
Summary of Hypotheses Testing

Hypotheses	Result
H1: There is a positive association between transformational leadership and employee job engagement	Accepted
H2: There is positive association between transactional leadership and employee job engagement	Rejected
H3: There is a negative and significant relationship between Laissez-faire and job employee engagement	Accepted

4.7 Chapter Summary

This chapter analyses the results of descriptive and inferential statistical analyses from the data collected via questionnaires distribution. The findings indicate that there are positive correlation between two independent variables which are transformational and transactional leadership with the independent variable, employee job engagement. The findings also show there is a negative correlation between laissez-faire and employee job engagement. The strength of relationship between transactional and employee job engagement is weak. Furthermore, the finding tells that there are two variables (transformational and laissez-faire) are moderately correlated and one variable, transactional is weakly correlated to the employees' job engagement of the service logistic company.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This last chapter recaps and talks about the outcome of the analysis in previous chapter. Thus, this chapter starts the discussion with the research objectives, limitation of the study and then covers the suggestions for future research. Lastly, the chapter ends with the conclusion of this study.

5.2 Discussion of Findings

There are three objectives in total that mentioned in chapter one for this study. Hence, the discussions of the objectives result are as below.

5.2.1 The relationship between transformational leadership and employee job engagement.

The objective of this study is to explore the relationship between transformational leadership and employee job engagement. According to multiple regression analysis finding shown in Table 4.6, there is a significant relationship between between the independent and dependant variable as the reading of significant value $p=0.000$ ($p<0.05$). According to Zhu et.al (2009), transformational leadership raises followers to higher levels of potential while satisfying higher order needs and would therefore be expected to positively relate to higher level of engagement.

Based on the outcomes from the previous surveys has been done we can assume that there is statistically significant and direct correlation existing between the overall dimensions of employee engagement a transformational leadership. In Pakistan, Raja (2012) conducted a survey with a sample of one hundred and fifty participants that worked in itemized service sector firms on a same topic as this survey. Structured questionnaire were used to obtain data with stratified random sampling technique. The survey claimed that there is a positive impact in employee engagement when all aspects of transformational leadership are practiced by the superiors. Therefore, the research's outcome for this objective is acceptable with support of past finding.

As for transformational leadership, the managers will stimulates their employees to be involved in the decision making. The employees are kept well informed about the whole thing related to their work and share problem solving accountabilities. Besides that, this transformational leadership leads their employees by encouraging them to develop on their job and help them to think outbox.

5.2.2 The relationship between transactional leadership and employee job engagement.

The second objective of this research is to examine the relationship between transactional leadership and job engagement. According to multiple regression analysis finding shown in Table 4.6, there is no significant relationship between transactional and leadership with the reading of $p=0.308$ ($p>0.05$).

According to Tims et al., (2011), the transactional leadership has limited effect on enhancing employees engagement because the leadership style motivate employees to get the work done and reward after the fact, which has been shown to negatively impact intrinsic motivation. Therefore, transactional leadership has also been theorized to lack the motivational and inspirational qualities necessary to stimulate employee job engagement. According to Van Vugt et al., (2004), casual research design has proven that participant have more tendency to leave a group when faced with transactional leadership or laissez faire leadership style. This also suggests a poor to no relation could be expected between transactional leadership styles and employee engagement.

5.2.3 The relationship between laissez-faire and employee job engagement.

The last objective of this research is to examine the relationship between laissez-faire and employee job engagement .According to multiple regression analysis finding shown in Table 4.6, there is significant relationship between laissez-faire and employee job engagement as presented by the significant value $p=0.01$ ($p<0.05$). According to Omolayo (2007), employees will behave on their free will without any guidance's as laissez-faire with the act of the leadership characters. These leaders do not intrude on the affairs of followers by showing little or no control of the group. Their participation in group activities is very low (Awan & Mahmood, 2010). Lack of enthusiasm and direction is shown by the teams under leadership of leaders with a laissez-faire leadership style leads them to struggle.

Laissez faire type of leadership needs to be used sensibly on the employees because it can cause the team to the minimum level of efficient compared to others. It happens because the employees received very minimum level of direction from their leaders to work on certain task given to them. However, this kind of leadership only will be useful to an organization if the employees are inspired, skillful, and adept on their own. When the employees are the specialist and able to work with less supervision, they have the capability to complete the task with very less direction from the leader.

5.3 Implications of the Research

Overall, the conflict of employee job engagement is common happening across the world. Thus, the purpose of conducting this research is to understand the factors that attributed to leadership style mainly for this particular service logistics company based in Bayan Lepas, Penang. Based on the results of the study, we can know that the transformation leadership is positively significant and laissez-faire is negatively significant with employee job engagement. Nowadays, most of the company try their level best to stop their employees from moving out from the organization because it most costly to retrain the new board. High turnover rate in an organization may due to lots of different causes. In this study, one of the implication would be the managerial leadership. They play an important role to influence their subordinates to achieve certain goal. Therefore, based on the research findings, leaders should adapt proper leadership style in order to make their employees to be engaged with their jobs.

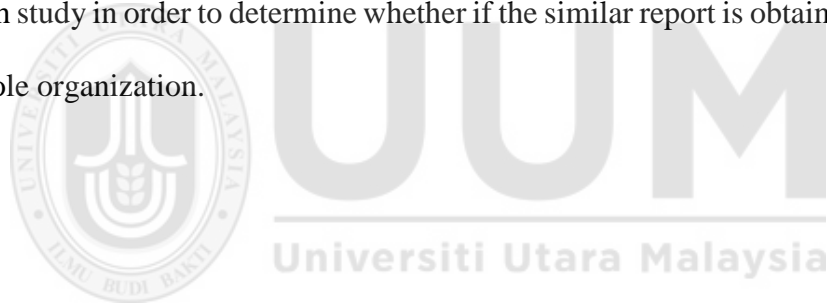
5.4 Limitation of the Study

When the study being conducted, there are few limitations being identified. The first challenge was the researcher could not get the chance to get all the employees in the service logistics company to get involved in this study due to time constraint. Therefore, only certain part of the employees in the company has took part and answered the questionnaire. The researcher only able to get permission to conduct the study in the company after getting verbal approval from General Manager and Human Resource Manager. The researcher distributed the questionnaires to the target respondents during lunch hours.

It was quite difficult for researcher on searching for voluntary respondents to participate in this survey and employee job engagement is quite sensitive and confidential issue. The respondents might feel afraid to participate in the study because worried that the leaders might know what been answered by them. The employees are afraid that the leaders could prejudice them in workplace after knowing about their response.

5.5 Suggestions for Future Research

Lately, there are numerous number of studies and interest has been shown in knowing ways of leaders can be motivated and at the same time keeping their underlings to be engaged in the job, while taking psychological ownership and being committed to work. Though, number of surveys are still needed in future, by focusing on improving the current condition of information needed for leadership styles and employee engagement at the place of work. It is also suggested that larger samples with a more powerful sampling method to be used to allow generalization of the finding to other similar groups in the service logistics industry. It would be better if the whole organization is involved into this research study in order to determine whether if the similar report is obtained after including the whole organization.



5.6 Conclusion

It can be concluded that the service logistics company has adopted transformational leadership style the most which is a good strategy that has allowed the organization to accomplish sustainable competitive benefit. The company will be able to improve its yearly performance by having good leadership style. In accordance with results obtained from survey conducted and research outcomes, can be say that employee's engagement level is at moderate. Nevertheless, the organization should support career development, having policies and initiatives to stimulate employee engagement.

Besides that, the organization should make sure that employees know what is expected from them and management should ensure they are fully occupied throughout the day. Allowing employees to make their own decisions regarding their jobs, having control over their job, and to achieve their goal line would make the employees become more engaged in their jobs. Lastly, aauthorization however, may not be proficient if not aligned with proper rewards and feedback for employee engagement. It can be concluded that there is evidence that leadership style has a direct relationship with employee engagement in this service logistics company.

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APPENDICES





UNIVERSITI UTARA MALAYSIA
COLLEGE OF BUSINESS

Research Topic: THE EFFECT OF LEADERSHIP STYLES ON THE EMPLOYEES JOB ENGAGEMENT IN SERVICES LOGISTICS SECTOR

Dear participant,

I am a postgraduate student studying Master of Management at University Utara Malaysia (UUM). I am currently conducting a research project as a part of the requirement to complete my master program. The aim of this research is to identify the effect of leadership styles on the employee's job engagement in services logistics sector.

Your cooperation and support is needed to complete this questionnaire, which takes about 15 minutes. No information that identifies you personally will be revealed. Your participation will be anonymous and all the information will be kept confidential and for academic purpose only. If you have any questions or would like to have further information regarding this research study, please do not hesitate to reach me at the contact given below.

Thank you once again for your precious time and assistance.

Yours faithfully,

NAME	ID	CONTACT NO.
SATHIAROOBAN HARIDAS	823152	014-9071328

Research Questionnaire

Section 1 – Demographics

1. Gender:

☐ Male ☐ Female

2. Age: _____

3. Educational level:

☐ High School ☐ Diploma ☐ Bachelor's Degree ☐ Master's Degree ☐ PhD

4. Years of service: _____

5. Job position:

☐ Operation Assistant ☐ Supervisor ☐ Executive ☐ Assistant Manager ☐ Manager

Section 2: Multifactor Leadership Questionnaire Rater Form (Form 5X)

This questionnaire is used to describe the leadership style of the leader as you perceive it. Answer all items on this answer sheet. Please answer this questionnaire anonymously. Thirty-six descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

The person I am rating (My supervisor)

No.	Statement	SD	D	N	A	SA
1	Instills pride in me for being associated with him/her	1	2	3	4	5
2	Goes beyond self-interest for the good of the group	1	2	3	4	5
3	Acts in ways that builds my respect	1	2	3	4	5
4	Displays a sense of power and confidence	1	2	3	4	5
5	Talks about his/her most important values and beliefs	1	2	3	4	5
6	Specifies the importance of having a strong sense of purpose	1	2	3	4	5
7	Considers the moral and ethical consequences of decisions	1	2	3	4	5
8	Emphasizes the importance of having a collective sense of mission	1	2	3	4	5
9	Talks optimistically about the future	1	2	3	4	5
10	Talks enthusiastically about what needs to be accomplished	1	2	3	4	5
11	Articulates a compelling vision of the future	1	2	3	4	5
12	Expresses confidence that goals will be achieved	1	2	3	4	5
13	Re-examines critical assumptions to question whether they are appropriate	1	2	3	4	5

14	Seeks differing perspectives when solving problems	1	2	3	4	5
15	Gets me to look at problems from many different angles	1	2	3	4	5
16	Suggests new ways of looking at how to complete assignments	1	2	3	4	5
17	Spends time teaching and coaching	1	2	3	4	5
18	Treats me as an individual rather than just as a member of a group	1	2	3	4	5
19	Considers me as having different needs, abilities, and aspirations from others	1	2	3	4	5
20	Helps me to develop my strengths	1	2	3	4	5
21	Provides me with assistance in exchange for my efforts	1	2	3	4	5
22	Discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5
23	Makes clear what one can expect to receive when performance goals are achieved	1	2	3	4	5
24	Expresses satisfaction when I meet expectations	1	2	3	4	5
25	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	1	2	3	4	5
26	Concentrates his/her full attention on dealing with mistakes, complaints, and failures	1	2	3	4	5
27	Keeps track of all mistakes	1	2	3	4	5
28	Directs my attention toward failures to meet standards	1	2	3	4	5
29	Fails to interfere until problems become serious	1	2	3	4	5
30	Waits for things to go wrong before taking action	1	2	3	4	5
31	Shows that he/she is a firm believer in "If it ain't broke, don't fix it."	1	2	3	4	5
32	Demonstrates that problems must become chronic before taking action.	1	2	3	4	5
33	Avoids getting involved when important issues arise	1	2	3	4	5
34	Is absent when needed	1	2	3	4	5
35	Avoids making decisions	1	2	3	4	5
36	Delays responding to urgent questions	1	2	3	4	5

Section 3: Utrecht Work Engagement Scale (UWES-9)

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost Never (AN)	Rarely (R)	Sometimes (S)	Often (O)	Very Often (VO)	Always (A)
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

No.	Statement		AN	R	S	O	VO	A
1	At my work, I feel bursting with energy	0	1	2	3	4	5	6
2	At my job, I feel strong and vigorous	0	1	2	3	4	5	6
3	When I get up in the morning, I feel like going to work	0	1	2	3	4	5	6
4	I am enthusiastic about my job	0	1	2	3	4	5	6
5	My job inspires me	0	1	2	3	4	5	6
6	I am proud on the work that I do	0	1	2	3	4	5	6
7	I feel happy when I am working intensely	0	1	2	3	4	5	6
8	I am immersed in my work	0	1	2	3	4	5	6
9	I get carried away when I'm working	0	1	2	3	4	5	6

*END OF QUESTIONNAIRE
THANK YOU*

Appendix 2: Pilot Test Results

(i) Transformational Leadership Style

Case Processing Summary			
		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.962	20

Item Statistics			
	Mean	Std. Deviation	N
IA1	3.4750	1.03744	40
IA2	3.7000	.91147	40
IA3	3.6500	1.09895	40
IA4	3.7750	.86194	40
IB1	3.7250	.93336	40
IB2	3.9000	.81019	40
IB3	3.8500	.89299	40
IB4	3.6500	.92126	40
IM1	3.6250	1.07864	40
IM2	3.9250	.88831	40
IM3	3.8000	.96609	40
IM4	3.9000	.95542	40
IS1	3.7750	.91952	40
IS2	3.7500	.89872	40
IS3	3.6750	1.07148	40
IS4	3.8750	1.04237	40
IC1	3.6750	1.24833	40
IC2	3.6750	1.26871	40
IC3	3.5250	1.17642	40
IC4	3.7000	1.22370	40

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IA1	71.1500	219.362	.689	.961
IA2	70.9250	221.661	.705	.961
IA3	70.9750	214.179	.816	.959
IA4	70.8500	222.387	.719	.961
IB1	70.9000	225.785	.534	.963
IB2	70.7250	223.076	.739	.960
IB3	70.7750	221.666	.721	.960
IB4	70.9750	220.487	.742	.960
IM1	71.0000	216.872	.743	.960
IM2	70.7000	224.421	.617	.962
IM3	70.8250	219.994	.722	.960
IM4	70.7250	220.051	.729	.960
IS1	70.8500	220.541	.741	.960
IS2	70.8750	220.471	.762	.960
IS3	70.9500	215.433	.796	.959
IS4	70.7500	215.936	.803	.959
IC1	70.9500	211.177	.796	.960
IC2	70.9500	211.946	.760	.960
IC3	71.1000	213.990	.763	.960
IC4	70.9250	210.584	.832	.959

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
74.6250	241.625	15.54429	20

(ii) Transactional Leadership Style

Case Processing Summary			
		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

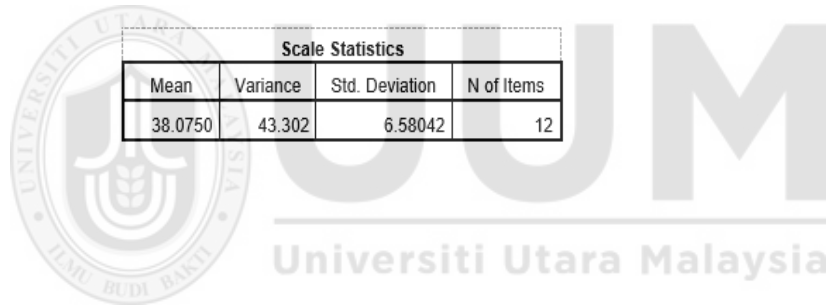
a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.726	12

Item Statistics			
	Mean	Std. Deviation	N
CR1	3.9000	.98189	40
CR2	3.6750	1.02250	40
CR3	3.7000	.99228	40
CR4	3.7250	1.19802	40
MBEA1	3.6000	.81019	40
MBEA2	3.4750	.96044	40
MBEA3	3.3500	1.09895	40
MBEA4	2.5500	1.10824	40
MBEP1	2.6000	1.21529	40
MBEP2	2.5250	1.26060	40
MBEP3	2.6500	1.16685	40
MBEP4	2.3250	1.26871	40

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CR1	34.1750	40.763	.126	.735
CR2	34.4000	37.887	.347	.710
CR3	34.3750	40.446	.148	.733
CR4	34.3500	39.362	.167	.735
MBEA1	34.4750	39.846	.274	.718
MBEA2	34.6000	37.118	.450	.698
MBEA3	34.7250	34.974	.548	.683
MBEA4	35.5250	36.563	.411	.701
MBEP1	35.4750	34.051	.548	.680
MBEP2	35.5500	37.485	.274	.722
MBEP3	35.4250	36.251	.405	.702
MBEP4	35.7500	32.756	.615	.668

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
38.0750	43.302	6.58042	12



(iii) Laissez Faire

Case Processing Summary			
		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.929	4

Item Statistics			
	Mean	Std. Deviation	N
LF1	2.2250	1.25038	40
LF2	2.1500	1.21000	40
LF3	2.3000	1.39963	40
LF4	2.2250	1.29075	40

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LF1	6.6750	12.789	.848	.903
LF2	6.7500	12.654	.908	.885
LF3	6.6000	11.990	.824	.913
LF4	6.6750	13.097	.768	.929

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
8.9000	21.938	4.68385	4

(iv) Employee Job Engagement

Case Processing Summary			
		N	%
Cases	Valid	40	100.0
	Excluded ^a	0	.0
	Total	40	100.0

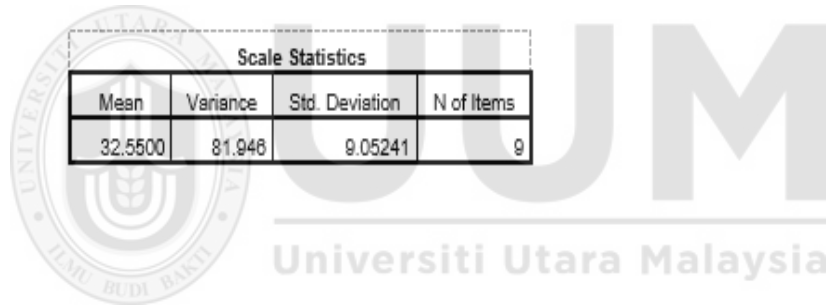
a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.844	9

Item Statistics			
	Mean	Std. Deviation	N
ES1	3.3750	1.39021	40
ES2	3.4750	1.41399	40
ES3	3.4750	1.72445	40
ES4	3.6000	1.51573	40
ES5	4.1000	1.48151	40
ES6	4.1250	1.48820	40
ES7	3.8000	1.53923	40
ES8	3.5750	1.27877	40
ES9	3.0250	1.68688	40

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ES1	29.1750	70.456	.410	.842
ES2	29.0750	67.866	.519	.832
ES3	29.0750	61.917	.628	.820
ES4	28.9500	65.485	.577	.826
ES5	28.4500	62.869	.719	.811
ES6	28.4250	62.199	.747	.808
ES7	28.7500	65.782	.552	.829
ES8	28.9750	68.487	.559	.829
ES9	29.5250	69.025	.359	.851

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
32.5500	81.946	9.05241	9



Appendix 3: Descriptive Analysis Results for Demographic Profile

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-27	49	30.4	30.4	30.4
	28-35	93	57.8	57.8	88.2
	36-43	14	8.7	8.7	96.9
	>43	5	3.1	3.1	100.0
	Total	161	100.0	100.0	

GENDER					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	105	65.2	65.2	65.2
	FEMALE	56	34.8	34.8	100.0
	Total	161	100.0	100.0	

YEARS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5YRS	38	23.6	23.6	23.6
	6-10YRS	31	19.3	19.3	42.9
	11-15YRS	67	41.6	41.6	84.5
	>15YRS	25	15.5	15.5	100.0
	Total	161	100.0	100.0	

POSITION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OPERATION ASSISTANT	126	78.3	78.3	78.3
	SUPERVISOR	21	13.0	13.0	91.3
	EXECUTIVE	9	5.6	5.6	96.9
	ASSISTANT MANAGER	4	2.5	2.5	99.4
	MANAGER	1	.6	.6	100.0
	Total	161	100.0	100.0	

EDUCATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HIGH SCHOOL	103	64.0	64.0	64.0
	DIPLOMA	33	20.5	20.5	84.5
	BACHELOR'S DEGREE	19	11.8	11.8	96.3
	MASTER'S DEGREE	5	3.1	3.1	99.4
	PHD	1	.6	.6	100.0
	Total	161	100.0	100.0	

Appendix 4: Descriptive Analysis Results for All Variables

(i) Transformational Leadership

Descriptive Statistics		
	N	Mean
IA1	161	3.2360
IA2	161	3.3851
IA3	161	3.6708
IA4	161	3.6211
IB1	161	3.5714
IB2	161	3.5528
IB3	161	3.7453
IB4	161	3.6957
IM1	161	3.4161
IM2	161	3.5217
IM3	161	3.5714
IM4	161	3.6584
IS1	161	3.3665
IS2	161	3.4410
IS3	161	3.6273
IS4	161	3.5590
IC1	161	3.3106
IC2	161	3.1925
IC3	161	3.3478
IC4	161	3.4669
Valid N (listwise)	161	

(ii) Transactional Leadership

Descriptive Statistics		
	N	Mean
CR1	161	3.3230
CR2	161	3.3665
CR3	161	3.6335
CR4	161	3.4410
MBEA1	161	3.3975
MBEA2	161	3.3478
MBEA3	161	3.1429
MBEA4	161	2.9317
MBEP1	161	2.8075
MBEP2	161	2.6957
MBEP3	161	2.6832
MBEP4	161	2.8385
Valid N (list wise)	161	

(iii) Laissez-Faire

Descriptive Statistics		
	N	Mean
LF1	161	2.6832
LF2	161	2.6149
LF3	161	2.6648
LF4	161	2.7391
Valid N (listwise)	161	

(iv) Employee Job Engagement

Descriptive Statistics		
	N	Mean
VIGOR	161	3.5238
DEDICATION	161	3.7972
ABSORPTION	161	3.3042
Valid N (listwise)	161	

Appendix 5: Pearson Correlation Analysis Results

Correlations					
		EA	Transform	Transac	Laissez
EA	Pearson Correlation	1	.596**	.134	-.418**
	Sig. (2-tailed)		.000	.091	.000
	N	161	161	161	161
Transform	Pearson Correlation	.596**	1	.339**	-.370**
	Sig. (2-tailed)	.000		.000	.000
	N	161	161	161	161
Transac	Pearson Correlation	.134	.339**	1	.385**
	Sig. (2-tailed)	.091	.000		.000
	N	161	161	161	161
Laissez	Pearson Correlation	-.418**	-.370**	.385**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	161	161	161	161

** Correlation is significant at the 0.01 level (2-tailed).

Appendix 6: Multiple Regression Analysis Results

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Laissez, Transform, Transac ^b		Enter

a. Dependent Variable: EA

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 ^a	.404	.393	.61775

a. Predictors: (Constant), Laissez, Transform, Transac

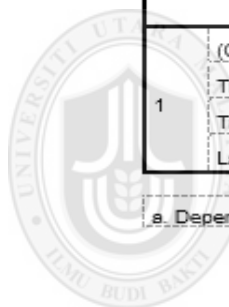
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.599	3	13.533	35.462	.000 ^b
	Residual	59.914	157	.382		
	Total	100.513	160			

a. Dependent Variable: EA

b. Predictors: (Constant), Laissez, Transform, Transac

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.504	.423		3.557	.000
	Transform	.618	.107	.465	5.797	.000
	Transac	.156	.152	.083	1.022	.308
	Laissez	-.229	.067	-.277	-3.391	.001

a. Dependent Variable: EA



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